

**AMERICA'S ARMY:
THE STRENGTH OF THE NATION™**



**LTC Paula Barfield-
Hughes**

**Director, Total Force
Integrator**





Francis J. Harvey, Former Secretary of the Army



Discussion Topics



- Shaping the Army of 2020-2040
- Strategic Goals Alignment
- FM “Game Changers”
- FM Structure Breakdown
- Total Army Policy
- Headquarters, DA
- USAR Overview
- Key Stakeholders
- Who We Are
- RC Career Progression
- Professional Development
- RC Home Station Training
- FM Branch Points of Contact

Shaping the Army of 2020-2040



The Structural Transition

Strategy Capabilities Structure Organization Modernization

NATIONAL SECURITY
STRATEGY

Capstone Concept for
Joint Operations

Strategic Narrative
Army of 2020

The Human Transition

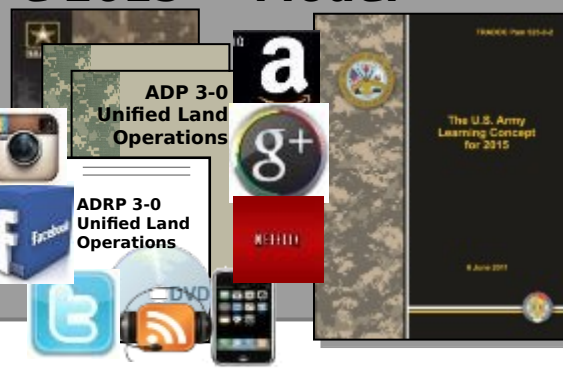
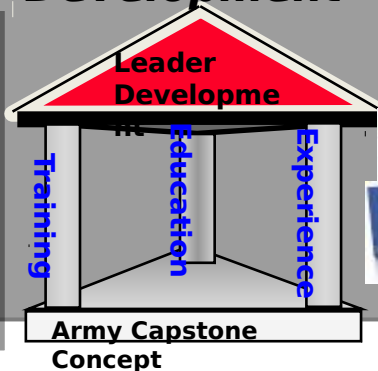
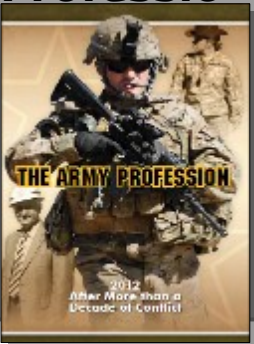
The Army
Profession

Leader
Development

Doctrin
e 2015

Army Learning
Model

The
Squad

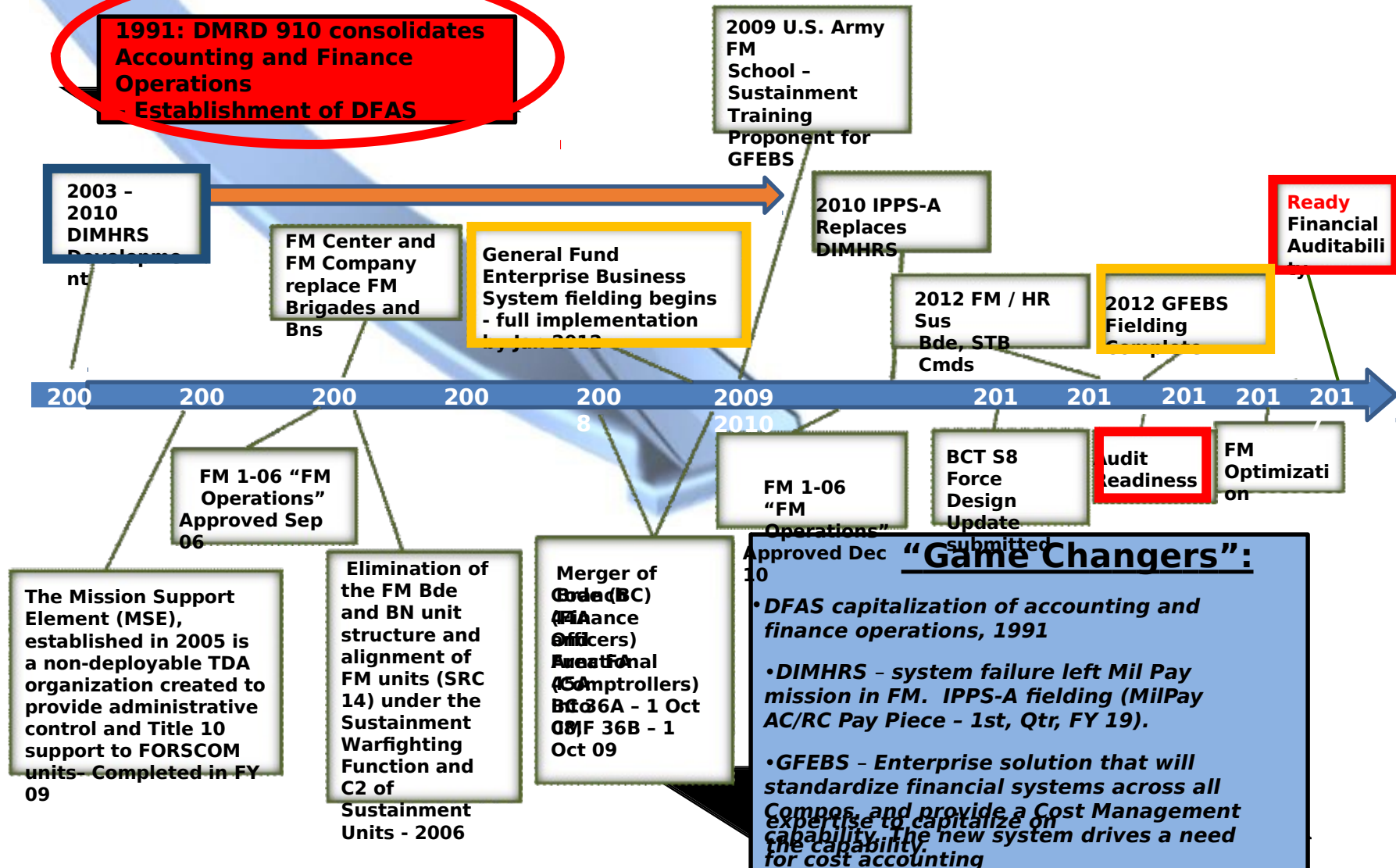


ARMY OF 2020

And
Beyond



**1991: DMRD 910 consolidates
Accounting and Finance
Operations
- Establishment of DFAS**



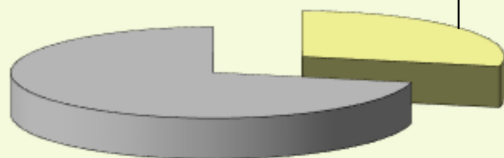


FM Structure Breakdown



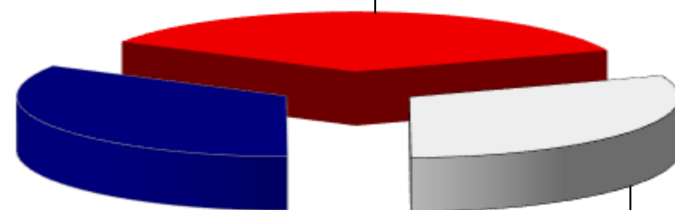
AC - OFFICERS / ENLISTED

- Enlisted (36B) 72%
- Officers (36A) 28%



ALL COMPONENTS

■ ACTIVE
1964
36%



■ USAR
1828
33%

□ ARNG
1680
31%

FY 2015 AUTHORIZATIONS				
AOC / MOS	ACTIVE	ARNG	USAR	TOTALS
Officers (36A)	559	384	369	1312
Enlisted (36B)	1,405	1,296	1,459	4160
TOTALS	1964	1680	1828	5472

SOURCE: FMS WEB JULY 25, 2015

64% of
Structure in
the RC

FM = ½ of 1% of the
Army Structure



What is Total Army Policy



DoD 5100.01-05
(07JAN15)

What is it?

- Milestone in Army's history-Integrates Army's AC & RC components and represents the realization of the Total Force Concept.
- Signed by Secretary of the Army, John McHugh on Sept 4, 2012



Why is this important to the Army?

- Align the Army with Secretary of Defense Directive 1200.17, which requires the military services to manage their reserve components as an operational force.
- Establishes policy for the integration of the Army's active component and reserve components as a Total Force.
- The Army's active and reserve components are vital to fulfilling national military needs and help ensure the nation benefits from the experiences gained in the last decade of war.

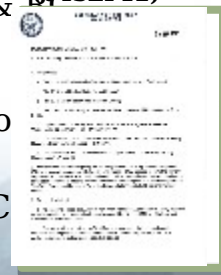
DoD
Directive
1200.17
(19OCT08)



What has (or will) the Army done?

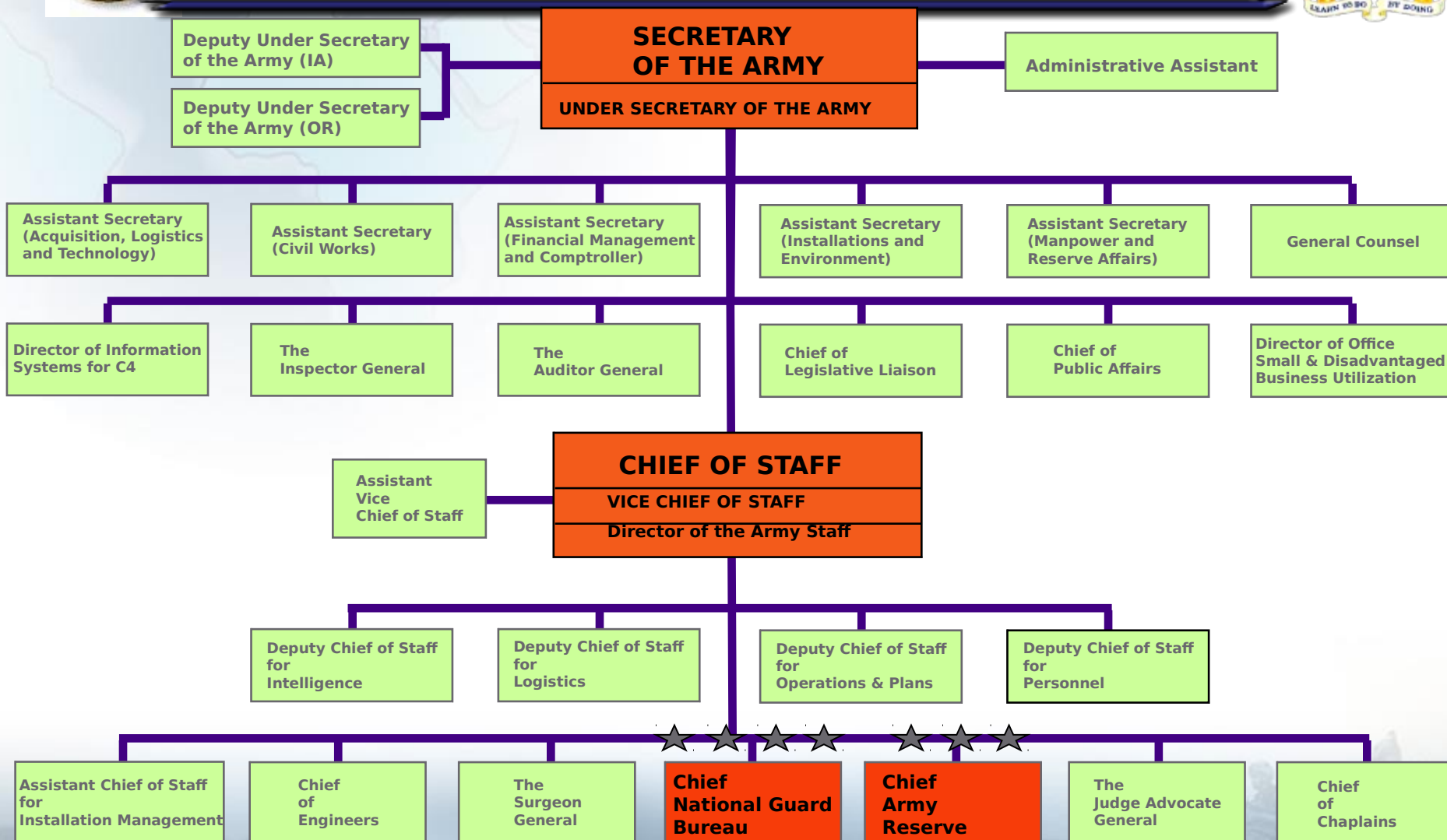
- Executing Total Army Analysis, annual force structure assessments
- Integrating AC & RC component forces into same units.
- Establish uniform procedures and processes for validating predeployment readiness of AC & units and Soldiers.
- Streamlining voluntary and involuntary call to active duty of RC personnel and units
- Ensuring the Army's equipping strategy promotes procurement programs and equipping programs
- Developing and implementing an integrated personnel management and pay system
- Establishing personnel policies that facilitate opportunities for Soldiers to move between AC component

Army
Directive
2012-08
(04SEP12)

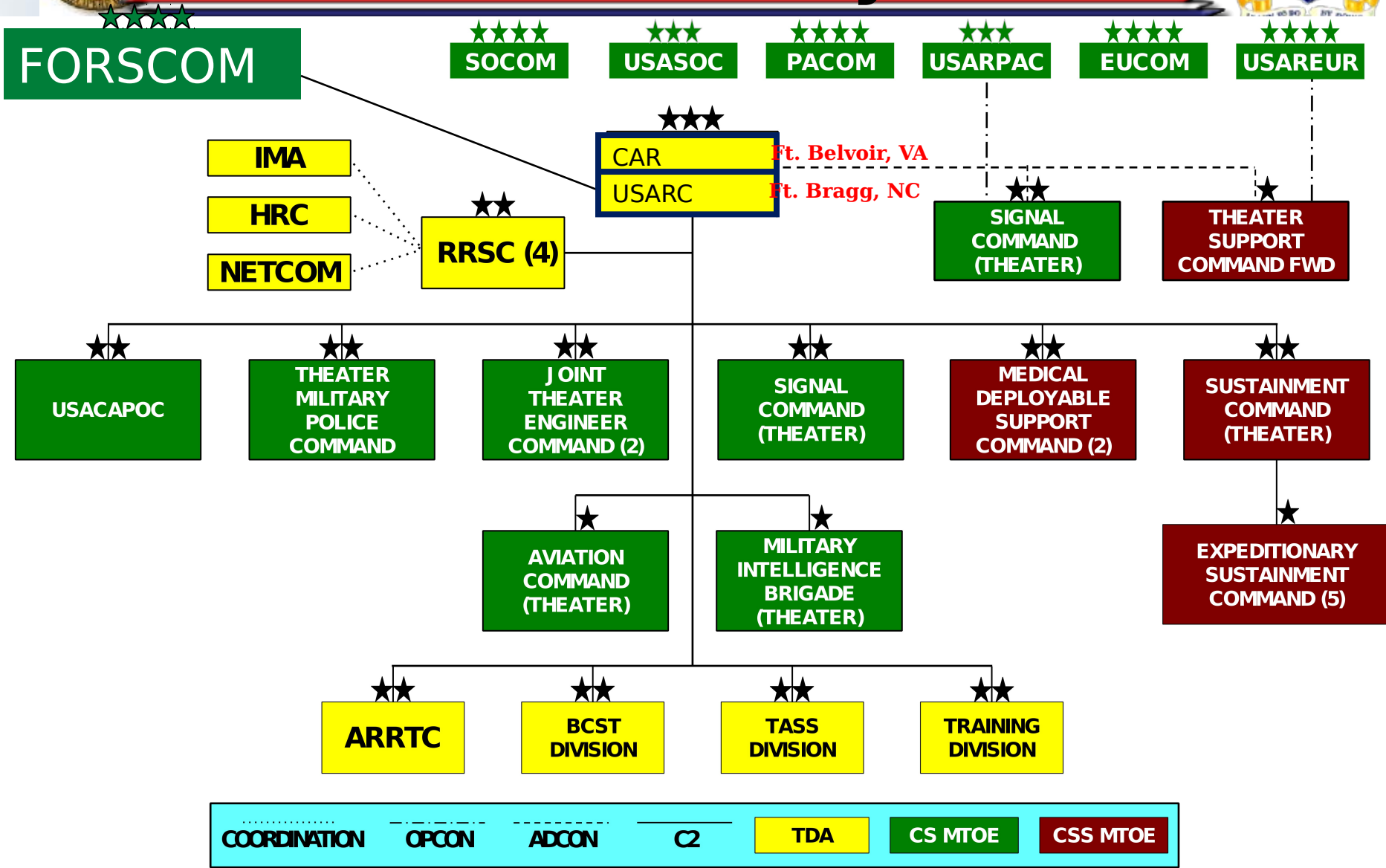


“Each organization’s senior leader is responsible and accountable for maintaining and executing Total Force Integration

HQ Department of the Army



The United States Army Reserve



Key Stakeholders



FM Policy & Execution

GEN David G. Perkins

Course Content / Curriculum

FMSUs & G8s

Hon. Robert M. Speer

LTG Karen Dyson



ASA (FM&C)

MILDEP
ASA (FM&C)

TRADOC

CAC

IMT

Army Financial Management Optimization

MG Darrell K. Williams

Force Modernization / Structure

Mr. Philip E. McGhee

COL John T. Vogel

LTG H.R. McMaster

COL Micahel Musso



FORSCOM G8

DASA, FIM
IPPS-A/MILPAY

CASCOM

ARCIC

Force Management,
DA G-3/5/7

Audit Readiness

Transition

Total Force Integration

Mr. Tom C. Steffens

COL Darrell Brimberry

GEN Frank Grass

LTG Jeffrey Talley



DASA, FO

USFMCOM

SSI
COL Eric Zellars

NGB

USARC



FMS





Total Force Integration



Mission

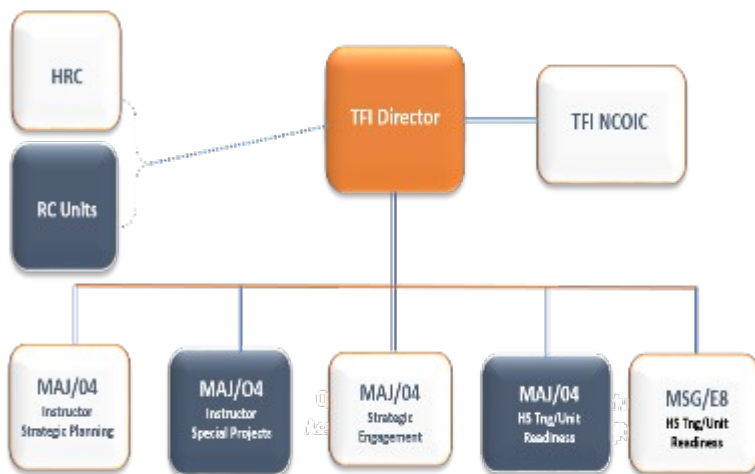
Lead RC integration by ensuring the Army Reserve's FM community is trained and certified to assist the sustainment commanders' in meeting their Financial Management requirements.

Vision

Empowering Reserve Soldiers with the decisive edge by providing the highest levels of Financial Management training.

64% of FM Structure in RC

Organization Chart



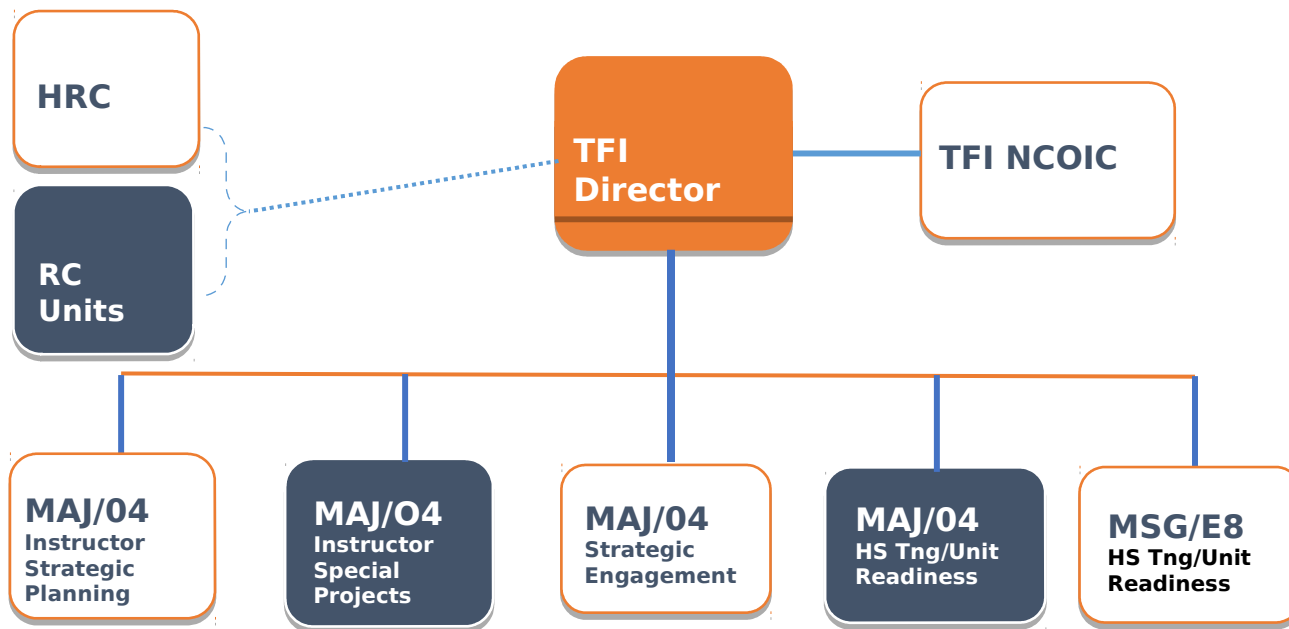
Priorities

Fully Trained & Certified RC Leaders	Concept & Doctrine Strategy	Home Station Training & Readiness Assessment	Strategic Engagement & Outreach
Preparing and Empowering RC Soldiers to Fight & Win			
- Propagate DoD Certification Program - Forge Talent Management - Strengthen Distant Learning (DL) execution - Initiate quarterly teleconferences "Focused Skill Set" Training - Instigate Mentorship Recognition & Unit Warrior Training Assembly Integration - Exploit eLearning and DSC training w/RC Instructors	- Inculcate One Army School System (OASS) - Codify CPX in a Box - Explore Army Learning Model in RC courses - Orchestrate RC Curriculum Remodeling - Employ GFEBS Tng into RC Training Centers - Examine, Intervene and Reconfigure RC Training Requirement and Assessment ISO Total Army Concept	- Promote Diamond Saber; Joint 36A/B Tng - Affirm Pre Mobilization Validation (Ft. Dix, NJ) - Solidify Accreditation Reviews - Maximize Financial Systems - Advance Audit Readiness Operations - Spark FM NTC's Proof of Concept (POC) - Technical Training during Battle Assembly	- Engage RC Soldiers, Families & Communities - Initiate Strategic Partnerships with surrounding RC units - Launch Quarterly RC Teleconference - Exploit Social Media Platforms - Refine TFI MilSuite Platform

Category	AUTH	ASG	Category	AUTH	ASG
Military	7	7	DAC	0	0
CME	0	0	TOTAL	7	7



TFI Structure



Catego ry	AUTH	ASG
Militar y	7	7
DAC	0	0
CME	0	0
TOTAL	7	7



RC Career Progression



Figure 37-2. Reserve Component Financial Management Officer Lifecycle Development and Utilization Model

Years	0	5	10	15	20	25
Rank	Lieutenant	Captain	Major	Lieutenant Colonel	Colonel	
Professional Military Education	BOLC	CCC FMTC	Intermediate Level Education	Advanced Operations and Warfighting Course	Senior Service College	
Additional Training	- Fiscal Law - Accounts Payable Admin Course dL - CERP dL - Disbursing Operations Course dL - PPBES (dL or Res) - Resource Management Budget Course dL - PCAM	- Resource Management Tactical Course dL - Deployed Operations Resource Management Course - Financial Management 101 - Army Comptroller Course - ICAM - GFEBS Cost Management - Defense Comptrollership Program - Training With Industry	- Army Comptroller Course - Defense Comptrollership Program - Training With Industry - Executive Comptroller Course - GFEBS Financials - Army Congressional Fellowship - Defense Financial Management Course - Reserve Component National Security Course - Defense Decision Support Course	- Defense Decision Support Course - Cost Management Certificate Course - Senior Resource Managers Course - Chief Financial Officer Academy - Executive Comptroller Course - Defense Financial Management Course - Defense Strategy Course	- Senior Resource Managers Course - Chief Financial Officer Academy - Cost Management Certificate Course - Defense Decision Support Course - Defense Strategy Course - Senior Managers Course in National Security	
Developmental and Utilization Assignments	Key Developmental Assignments					
	Disbursing Officer	- FMS Detachment Commander - Company CDR (01A) - FMS Unit XO - Disbursing Officer	- FMS Unit Commander - Battalion XO (01A) - Deputy Division G8 - SBDE FM SPO - Separate BDE/ESC G8 - Budget Officer - Plans & Ops Officer	2-Star Cmd G8 / Comptroller - ASCC G8 XO/Deputy & Budget CONOPS - ABO XO, PPBC XO, Deputy Chief Current Ops - Deputy ACOFS G8 - Battalion Commander (01A) - Deputy Director, FMS Center	- Corps G8 3-Star Command G8 / Comptroller - Director, FMS Center - ASCC/ACOM G8 - ACOFs G8 - Senior Budget Analyst - Brigade Commander (01A)	
	Broadening Experience					
	- Financial Management Officer - STB Plans/Operations Officer - Budget Officer - Chief, RPA - Chief, Commercial Vendor Services - Accounting Officer - Auditor - Service School Instructor	- Banking Officer - Program Manager - Chief, RPA or O&M - Inspector General - ROTC-APMS - Service School Instructor/Director - SGS - HRC Manager	- Brigade XO (01A) - Budget/Manpower/Program Analyst - FMS Center Disbursing Officer - FMS Liaison Officer / TFI - Legislative Liaison - Inspector General - ROTC PMS - SGS	- SSI Senior Liaison Officer - CASCOM/TRADOC Liaison Officer / Total Force Integration - Inspector General		
Self Development	•Certification, Physical Fitness, Cultural Awareness Training, Language Proficiency Training, Graduate Degree, Post Graduate Degree					

•Draft Sep 2013

Things to Consider

- Focus on potential 3-5 years out (promotions, command, school & assignments)
- Convey to your Senior Rater your potential for key positions/command for key boards
- RC Officers can receive credit for ILE by attending the resident Marine Corps, Navy or Air Force CGSC and the Western Hemisphere Institute for Security Cooperation (taught in Spanish)
- ROTC APMS (Assistant Professor of Military Science) CPT / MAJ / LTC
- Ensure your ORB is correct/updated
- Your photo should be at least 6 months current
- Verify that all of your supporting documents are in your iPERMS file
- Ensure your awards and decorations represented in your photo, ORB and OMPF all are in sync.



RC APL Selection Board



ARMY RESERVE (ONLY)

TO CPT:	NOV 2015 BOARD	DOR	1 AUG 13 - 31 JAN 14
	NOV 2016 BOARD	DOR	1 AUG 14 - 31 JAN
15			
	NOV 2017 BOARD	DOR	1 AUG 15 - 31 JAN
16			

ARMY RESERVE and ARMY NATIONAL GUARD

TO MAJ:	MAR 2015 BOARD	DOR	1 SEP 08 -
31 AUG 09			
	MAR 2016 BOARD	DOR	1 SEP 09 -
31 AUG 10			
	MAR 2017 BOARD	DOR	1 SEP 10 -
31 AUG 11			

TO LTC:	JAN 2015 BOARD	DOR	1 APR 09 - 31 MAR 10
	JAN 2016 BOARD	DOR	1 APR 10 - 31 MAR
11			
	JAN 2017 BOARD	DOR	1 APR 11 - 31 MAR
12			

Comptroller Propensity Tng Opportunities

Course Name	Location	Grade Requirements	Course Duration
Army Comptroller Course (ACC)	Syracuse, NY	CPT & above	4 weeks
Defense Comptrollership Program -	Syracuse, NY	CPT & MAJ	14 months
Financial Management 101 (FM 101)	Syracuse, NY	CPT & above	11 days
Executive Comptroller Course (ECC)	Syracuse, NY	MAJ & above	3.5 weeks
Senior Resource Managers Course (SRMC)	Maxwell AFB, AL	LTC & above	4.5 days
Defense Financial Management Course (DFMC)	Maxwell AFB, AL	MAJ & above	4 weeks
Defense Decision Support Course (DDSC)	Maxwell AFB, AL	MAJ & above	5 days



Training Opportunities



- **Accounts Payable Administration Course - Fort Jackson, SC**
Distributed Learning
- **Disbursing Operations - Fort Jackson, SC**
Distributed Learning
- **Planning, Programming, Budgeting & Execution Course (PPBES)**
Distributed Learning or 2 weeks
- **Resource Management Budget Course (RMBC)** *Distributed Learning*
- **Resource Management Tactical Course (RMTC)** *Distributed Learning*
- **Principles of Cost Analysis & Management (PCAM) - Fort Jackson, SC** *3 weeks*
- **Intermediate Cost Accounting & Management (ICAM) - Fort Jackson, SC** *3 weeks*
- **Deployed Operations Resource Management Course (DORMC) - Fort Jackson, SC** *2 weeks*
- **GFEBs Cost Management - Fort Jackson, SC** *2 weeks*
- **GFEBs Financials - Fort Jackson, SC** *2 weeks*



36A/B Opportunities



- AC is looking for CPTs and MAJs – Academic Disciplines: Science, Technology, Engineering and Math. (Re: MILPER Message 12-348: Call to Active Duty (CAD) Regular Army Program)
- CPTs can apply to go **AGR**. Go to HRC website / Fill out application / must have completed a Captains Career Course.
 - ✓ **USAR**: Check with HRC – Reserve (WWW.HRC.ARMY.MIL)
 - ✓ **ARNG**: Two programs – State or Federal
 - For state check with your State
 - For federal check with **SGM Pretlow**:
hassana.e.pretlow.mil@mail.mil - If applying for Reserve Program, must have a conditional release from The Adjutant General (TAG).
- **Deployment/Tour Opportunities:**
 - ✓ **USAR**: WWW.HRC.ARMY.MIL > “Continuum of Service” > “IRR/SELRES Tours” > “Current Tour/Training Opportunities Less than 179 days” > “Commissioned Officers”
 - ✓ **TOUR OF DUTY**: https://mobcop.army.mil/tod/default_new.aspx#
 - ✓ **ARNG**: GKO > “Army Guard” > “G3” > “Readiness Division (NGBARR)” > Current Ops



DoD FM Certification Program



Background

- In 2011 Senior DoD FM Ldrs initiated efforts to develop an FM Certification Program
- National Defense Auth Act (Public Law 112-81) authorized implementation of the FM Certification Program
- DoD Instructions 1300.26 is the FM Certification Policy dated 20 November 2013

Purpose

- Develop FM and decision support skills
- Auditable financial statements (Units/Organizations audit ready)
- Improve processes, internal controls and systems supporting information used to manage resources
- Establishes a framework to guide Army FM professional development and to adapt to future requirements

FM Certification Concept

- Applicable to Civilians and Military in the FM Workforce
- FM positions that perform, supervise or manage work of a fiscal, financial management, accounting, auditing, cost and/or budgetary related work
- Based on 17 FM & 3 Leadership DoD Competencies and mandatory courses (Fiscal Law, Ethics & Audit Readiness)
- Certification Tracked on DoD LMS (System of Record)
- Certification Levels will be depicted under Section X of ORB/ERB
- No Grandfather—no incumbent FM members receive certification automatically
- Implemented 1 July 2014

Certification Levels	Officer	Enlisted	Civilians
1	O1 - O2	E1 - E4	GS1 - GS8
2	O3 - O4	E5 - E6	GS9 - GS13
3	O5 & Above	E7 - E9	GS14 & Above

- Certifications are coursed based
- Requires Continuing Education Training (CET) to maintain certification:
 - ✓ Level 1: 40 CET hours
 - ✓ Level 2: 60 CET hours
 - ✓ Level 3: 80 CET hours

To learn more about the FM Certification Program, please visit the following website (CAC enabled):

<https://fmonline.ousdc.osd.mil/>

DoD FM Certification

GOALS OF THE DOD FINANCIAL MANAGEMENT (FM) CERTIFICATION PROGRAM:

- Advance the professionalism of the DoD FM workforce;
- Strengthen public confidence in the Department's financial management;
- Leverage the benefit from implementing the Department's Enterprise Resource Planning systems;
- Improve skills and knowledge in audit readiness and in decision support and analysis;
- Encourage career broadening and leadership training;
- Establish a standard DoD FM body of knowledge.

DOES IT APPLY TO ME?

YES—if you are a DoD Civilian employee in the 05XX occupational series assigned to a 05XX occupational series position.

YES—if you are a military member with a Finance or Comptroller Specialty in a position coded with that Specialty.

YES—if you are a DoD civilian employee or military member in any occupational series performing FM functions, and the Component deems necessary.

HOW DO I KNOW WHICH CERTIFICATION LEVEL MY POSITION IS CODED?

Your organization will code your position as Certification Level 1, 2 or 3 based on the scope and complexity of the position.

WHAT'S IN IT FOR ME?

- A structured framework for professional development
- Increased opportunity for professional development and growth
- Availability of web-based FM courses at no cost
- Opportunity to gain experience and skill

HOW WILL THE PROGRAM BE ADMINISTERED?

Through a DoD FM Learning Management System (LMS) which will be available to all FMers.

FOR MORE INFORMATION:

Using your CAC, go to FM Online
<<https://finonline.ousdc.osd.mil/>>
for a complete description of the DoD FM Certification Program and the FM Enterprise-wide Competencies.

Office of the Under Secretary of Defense (Comptroller)
Human Capital and Resource Management Directorate
Financial Workforce Management Division
Room 3D150
1100 Defense Pentagon
Washington DC 20301-1100
E-mail: finonline@osd.mil



DoD FINANCIAL MANAGEMENT CERTIFICATION PROGRAM



Revised

June 2013



DoD FM Certification Info



Get Prepared



Watch Training Videos



Complete Practical Exercise



Collect Documentation



Fill out Learning History Worksheet



Review Learning History Worksheet w/ Supervisor



Develop a Plan for Success!

Get Certified Using the DoD FM Learning Management System

Three-step Process

1 Record Learning of Achievement

- ☐ Work w/ supervisor to assign Primary and/or Alternate Track
- ☐ Use your Learning History Worksheet to record information for ONE certification requirement
- ☐ Record learning for ALL courses needed to satisfy the requirement

2 Record Documentation

- ☐ Record learning for the appropriate achievement documentation
- Remember: Combine all documents for each achievement into one PDF file, less than 800 KB

3 Request Achievement Approval

- ☐ Record Learning for the appropriate achievement and request supervisor approval
- ☐ Repeat this 3-step process for each achievement documented in the FM LMS until all certification requirements are met



Complete Other Required Courses

- ☐ Level 1: DoD FM 101 Course
- ☐ Levels 2&3: Audit Readiness, Ethics & Fiscal Law

These courses are available w/in the FM LMS and via FM myLearn*. Approved substitution courses are available on FM myLearn*.

* If completing a course via FM myLearn, you must follow the 3-step process to document course completion inside FM LMS.



Request Certification Approval

1. Check that the three-step process is complete for each certification requirement
2. Record learning for your Certification Level and request CCA Approval.



RC Unit Sustainment Training - HOME STATION -



FINANCIAL MANAGEMENT WARFIGHTER TRAINING SUPPORT PACKAGES (WTSPs)

- The FM WTSPs provide FM units with training materials to conduct collective training within a garrison or local field environment on the FM collective tasks.
- Packages contain all necessary training materials to prepare FM units to accomplish their FM mission.
 - Need AKO Username and Password or Login via your CAC.
 - Will need access to the SSI SharePoint.
 - If you do not have access to the SSI SHAREPOINT, a pop-up will notify you of what to do.
 - SSI SharePoint access should be granted within 24-hrs.
- The WTSPs are available in the Army Training Network (ATN) at **<https://atn.army.mil>** (click on: Product > Collective Training > Warfighter Training Support Package (WF TSP)).



Warfighter Training Support Packages (WTSPs)

- ✓ Conduct Disbursing Operations
- ✓ Conduct Commercial Vendor Services
- ✓ Conduct Internal Control Operations
- ✓ Plan Financial Support for Theater Operations
- ✓ Establish Theater Financial Support
- ✓ Conduct Resource Management Operations
- ✓ Perform Automated Financial Operations
- ✓ Provide Technical Guidance to FM Elements
- ✓ Execute Management Internal Control
- ✓ Provide Funding Support to Financial Elements
- ✓ Plan Theater RM Operations
- ✓ Conduct Finance Operations
- ✓ Manage FM Operations (SPO)



Reserve Component Training



Annual Training (AT)

TPU/DIMA or M-day requirement of two weeks per year



Inactive Duty Training (IDT)

TPU or M-Day requirement of two days per month

(4 battle assemblies per month x 12 = 48 annual battle assemblies --- equivalent to 24/

hour days per year)



Active Duty Training (ADT)

Active Duty to attend schools with no limitation on number of days

Active Duty for Operational Support (ADOS)

Active Duty to conduct special projects for an organization

Active Guard and Reserve (AGR)

Full time Active Duty to support the Reserve Component (organize, administer, recruit, instruct, and train)



FM Training Access (Websites)



FM Training Portal:

<http://ssi.edtech.army.mil/FMS/index.html>

FMS milSuite Page:

<https://www.milsuite.mil/book/groups/financial-manage>

Soldier Support Institute (SSI) Learning Resource Center

<https://ako.ssi.tradoc.army.mil/TDD/SSITDD/SiteAss>



CASCOM Sustainment Unit One Stop (SUOS):

http://www.cascom.army.mil/g_staff/g3/SUOS/index.htm

Theater FMSC milSuite Page:

https://www.milsuite.mil/wiki/Portal:Theater_Financial_Management_Support_Center

Soldier Support Institute (SSI) Learning Resource Center (LRC) (access to FMS Course Material and Warfighter Training Support Packages):

<https://ako.ssi.tradoc.army.mil/TDD/SSITDD/SiteAssets/lrcPage/lrc.html>

Army Training Network (ATN) Collective Training (alternate access to



FM Branch Points of Contact



Branch Chief and AC Field Grade Assignment Officer:

LTC Michael Greenberg, 502-613-6195

(DSN: 983-6195)

Email: Michael.H.Greenberg.mil@mail.mil

AGR Assignment Officer (2LT thru LTC):

MAJ Michele White, 502-613-6194

(DSN: 983-6194)

Email: michele.b.white.mil@mail.mil

AC Company Grade Assignment Officer:

CPT Joy Robinson, 502-613-6196

(DSN: 983-6196)

Email: joy.l.robinson.mil@mail.mil

TPU Assignment Officer (2LT thru LTC)

CPT Bonita Harris, 404-469-4843

or 404-668-7055

Email: bonita.a.harris2.mil@mail.mil

IRR/IMA Management Officer

CPT DeMoulh Dudley, 502-613-6233

(DSN: 983-6233)

Email: DeMoulh.F.Dudley2.mil@mail.mil

HR Specialist AC/AGR

Ms. Alissa Walton, 502-613-6197

(DSN: 983-6197)

Email: Alissa.Walton.civ@mail.mil



Questions

"If we begin at the end and look backwards, we can clearly see the path we need to take"



"If we start at the beginning and attempt to look forward the trees will block the path we need to take"



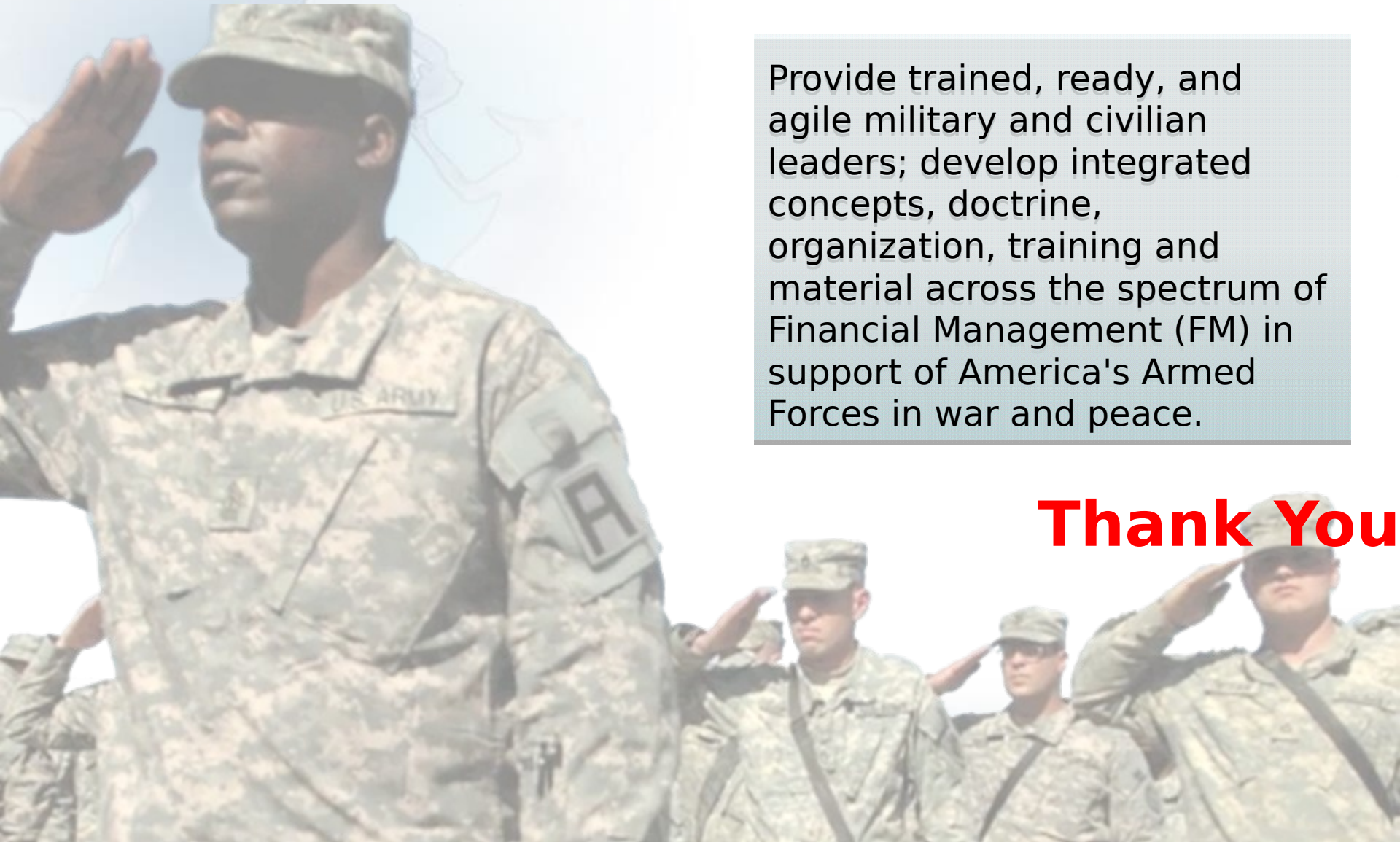


Financial Management School

Meeting Record

Provide trained, ready, and agile military and civilian leaders; develop integrated concepts, doctrine, organization, training and material across the spectrum of Financial Management (FM) in support of America's Armed Forces in war and peace.

Thank You

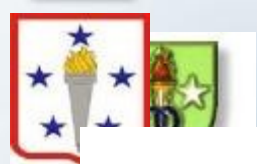




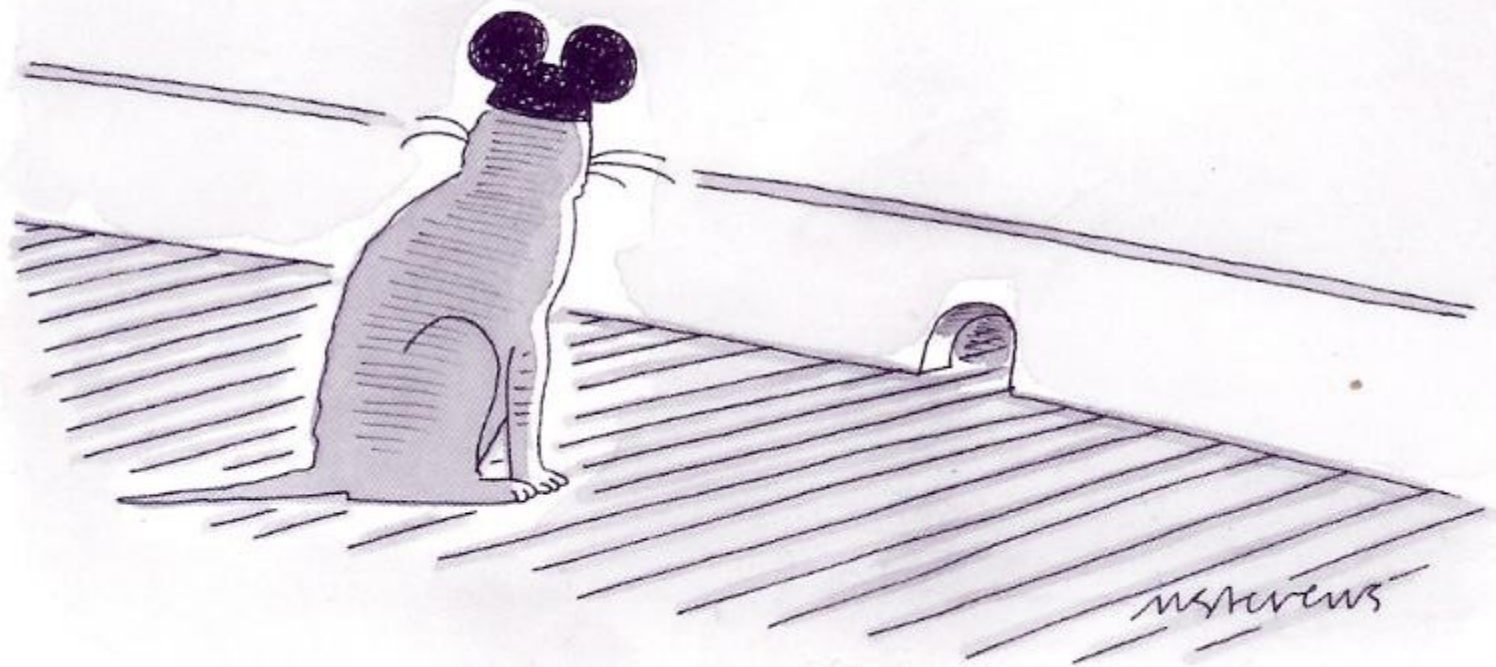
Backup Slides







**Sometimes wearing a different hat is good...
Gives you a new perspective**





According to Dilbert . . .





Critical Success Factors



(con't.)

- **Focus on the Stakeholders - THE WHO**
 - Involve users throughout (start to finish)
 - Focus on culture/change-orientation
 - Effective communications and training before, during *and after* implementation!



Financial Management Training Division

Mission

Provide current and relevant resident, mobile, and distributed learning (dL) training and education for Financial Management (FM) Soldiers and Civilians at the initial entry and mid-grade levels to meet Army readiness requirements in support of America's Armed Forces in war and peace.

Vision

Forge sequential, progressive learning culture that develops world class leaders who are the "school solution."

1. Ensure Soldiers are trained and ready
2. Create sequential, progressive, and dynamic "building block" training solution
3. Functional Course Review
4. Constructive Feedback



Category	AUTH	ASG	Category	AUTH	ASG
Military	7	7	DAC	0	0
CME	0	0	TOTAL	7	7



FMS TFI is...



...the FMS's integrator
empowering RC Soldiers with
the decisive edge





LTC Barfield-Hughes
[paula.y.barfieldhughes.mil@
mail.mil](mailto:paula.y.barfieldhughes.mil@mail.mil)

(803) 751-8637 or DSN: 734-
8637





U.S. Army Financial Management School



Backup Slides

Financial Management Officer Lifecycle Development & Utilization Model

Years 0 - - - - - - - - - - 5 - - - - - - - - - - 10 - - - - - - - - - - 15 - - - - - - - - - - 20 - - - - - - - - - - 25					
Rank	LT	CPT	MAJ	LTC	COL
Professional Military Education	BOLC	CCC FMTC	ILE	SSC	
Additional Training	• Fiscal Law • Account Payable Admin Course dL • CERP dL • PCAM • Contracting Officers Representative dL • Disbursing Ops Course dL	• RM Budget Course dL • JCS Internship • Army Comptroller Course • RM Tactical Course dL • ICAM • Deployed Operations Resource Management Course • Banking Officer Course • PPBES • Support Operations Course	• Defense Comptrollership Program • Training With Industry • Executive Comptroller Course • Army Congressional Fellowship • Defense Financial Management Course • Security Assistance Course • EDFMT	• Defense Decision Support Course • Cost Management Certificate Course • Arroyo Center Fellowship • Senior RM Course • CFO Academy	• Senior RM Course • CFO Academy • Cost Management Certificate Course
Developmental & Utilization Assignments	Key Developmental Assignments				
	• Disbursing Officer –FM Detachment –FM Company	• FM Detachment CDR • Company CDR (01A)	• FM Company Cdr • Deputy Division G8 • SBDE FM SPO • Separate BDE/ESC G8 • Bn XO • Transition Team Member	• Division / 2-Star CMD G8 • BN CMD • Deputy Director, FMC • ASCC G8 XO/Deputy & Budget/CONOPS Director • ABO XO, PPBC XO, Deputy Chief Current Ops	• Corps G8 • 3-Star CMD G8 • Director, FMC • ASCC/ACOM G8 • Brigade CMD
	Broadening Experience				
	• BN/BDE Staff	• G8 Budget/Program Analyst • Service School Instructor • BN/BDE/DIV/Corps/ASCC Staff • Tng/Cmbt Dev Officer • FM Company XO	• Service School Instructor • Tng/Cbt Dev Officer • FMC/Corps/ASCC/ACOM/DA /Joint Staff • ASCC/ACOM Budget Analyst	• Brigade XO (01A) • ACOM/OSD/DA/Joint Staff • Program Budget Officer • FMC Disbursing Officer • Deputy Corps G8 *	• ACOM/OSD/DA/Joint Staff • Deputy Commander, SSI • Director, Capabilities Dev & Integration Directorate, SSI • NCB/OCAR Comptroller/G8

Self Development : Certification; Physical Fitness; Cultural Awareness Training;



USAR FM (AGR) 04 / 05 Positions

LOCATION	# Pos by Loc	% of Pos by Loc
NCR (FT BELVOIR/DC)	7	13%
FT BRAGG	6	11%
GA	5	9%
FT SHAFTER, HI	5	9%
LA	5	9%
FT KNOX	4	8%
CA	4	8%
IL	3	6%
MD	3	6%
WI	2	4%
TX	2	4%
STUGARDT, GE	1	2%
FT DIX	1	2%
BIRMINGHAM, AL	1	2%
VICKSBURG, MS	1	2%
PINELLAS PARK, FL	1	2%
FT JACKSON	1	2%
SALT LAKE CITY	1	2%
Grand Total	53	100%

O5 POSITION LOCATIONS		
LOCATION	# Pos by Loc	% of PARA
NCR (FT BELVOIR/DC)	26	59%
FT BRAGG	10	23%
FT KNOX	2	5%
FL	2	5%
PETERSON AFB	1	2%
MORROW, GA	1	2%
FT SHAFTER, HI	1	2%
FT JACKSON	1	2%
Grand Total	44	100.00%

ARNG vs. USAR

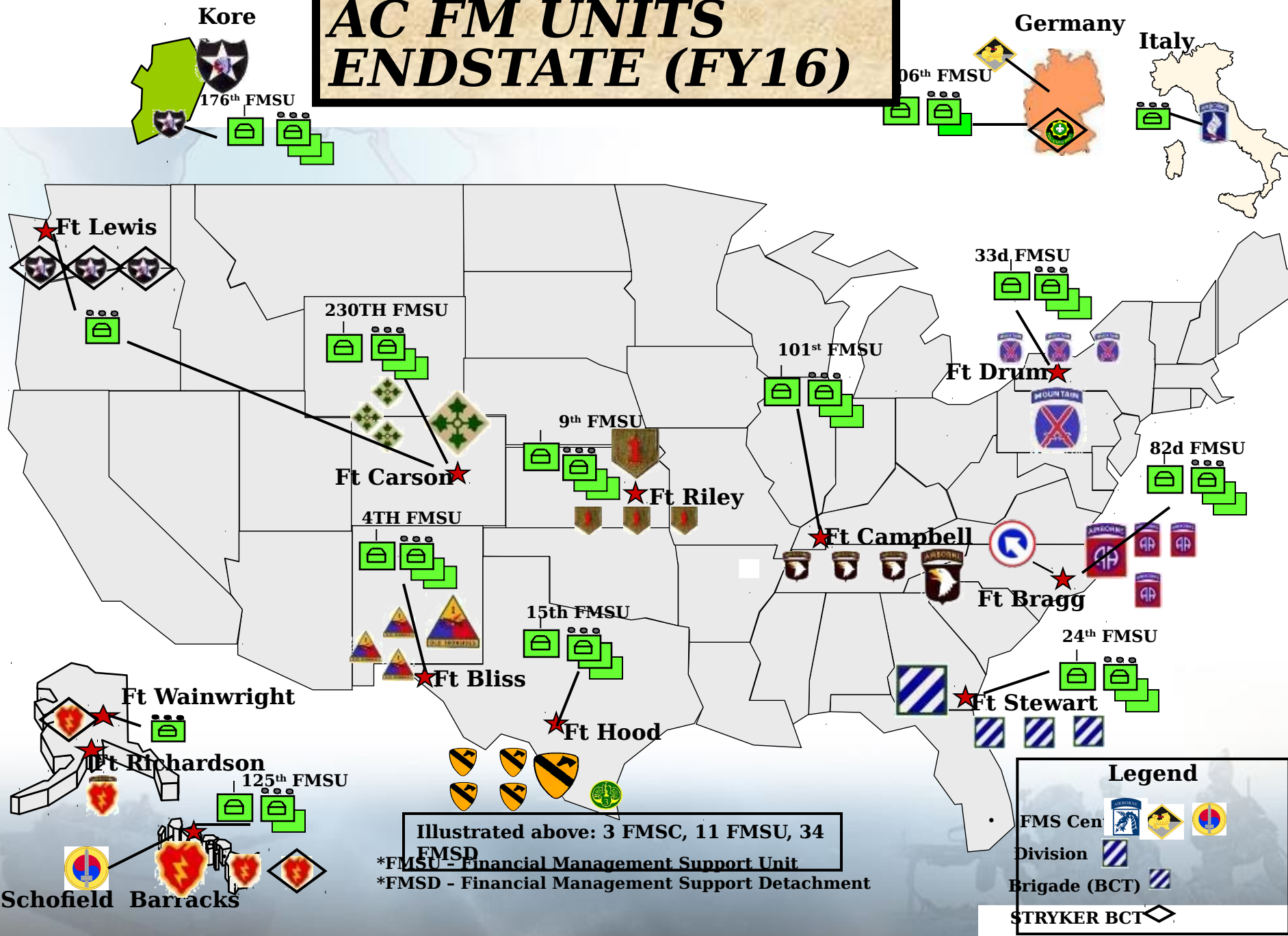


- Citizen Soldiers
- 358,200 Authorized End Strength
- State (Title 32) & **Federal (Title 10)**
- State Governor has C2 (not NGB)
- **Federalized** by the

- Citizen Soldiers
- 205,000 Authorized End Strength
- Federal (Title 10 Force)
- OCAR has C2
- State emergencies **only** if **Federal** order
- No Combat Arms units



AC FM UNITS ENDSTATE (FY16)



Illustrated above: 3 FMSC, 11 FMSU, 34 FMSC

*FMSU - Financial Management Support Unit
*FMSC - Financial Management Support Detachment



USAR Regional Support Commands

TPU: 50,664
Fulltime Support:
AGR: 3602
CIV: 3202

TPU: 45,645
FTS:
AGR: 2573
CIV: 2300

63rd RSC
Moffett Field,
CA

TPU: 33,881
FTS:
AGR: 2206
CIV: 1826

88th RSC
Fort McCoy, WI

99th RSC
Fort Dix,
NJ

81st RSC
Fort Jackson, SC

TPU: 46,387
FTS:
AGR: 2490
CIV: 1918

